UNITED
NATIONS

DP

Governing Council
of the
United Nations
Development Programme

Distr.
GENERAL

DP/RLA/4
18 March 1992

ORIGINAL: ENGLISH

Thirty-ninth session
4-29 May 1992, Geneva
Item 6 of the provisional agenda

PROGRAMME PLANNING: COUNTRY AND INTERCOUNTRY PROGRAMMES AND PROJECTS

FOURTH REGIONAL PROGRAMME FOR LATIN AMERICA AND THE CARIBBEAN

Programme period	Resources	$
1992-1996	Net IPF	30 700 000
	Estimated cost-sharing	40 000 000
	Total	70 700 000

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I. DEVELOPMENT SITUATION, OBJECTIVES AND STRATEGIES

A. Current socio-economic situation

1. While the 1980s were dominated by capital outflow, high levels of indebtedness, worsening terms of trade and declining per capita income, all set against the backdrop of increased poverty, the region was, at the same time, taking action to overcome these problems. First and foremost was seeking democracy. Today, almost all the people in the region live under elected governments. The challenge that faces the countries is to take advantage of the opportunities presented: to make democracy more robust, to modernize economies, to alleviate poverty and to participate fully in a more democratic world environment.

2. Democratization is being consolidated by a profound reform of the State in its relations with civil society, by the quest for a more efficient and effective public service, by a growing recognition of human rights and by addressing equity concerns. Democratization is accompanied by in some cases, deregulation, privatization decentralization and other forms of devolution of power from the State to regions, municipalities and individuals.

3. Democracy is buttressed by and provides the framework for the restructuring of economies and for improved macroeconomic conditions. The region has committed itself to re-establishing macroeconomic equilibrium and stabilization. The structural adjustment programmes adopted in the 1980s, coupled with a shift to market economies and export promotion, have returned a number of States to the path of economic growth. The International Monetary Fund (IMF) projects that the region's economy will achieve 2.2 per cent growth in 1992.

4. Structural adjustment, however, has failed to slow the expansion of poverty. Poverty continues to deepen, although efforts have been made to ameliorate it through social emergency funds and improved social policy management. Many of the economic and social gains made in the 1960s and 1970s were lost in the 1980s. An estimated one in three persons now lives in chronic poverty - with insufficient income to meet essential consumption needs - and the pattern of income distribution has worsened for the poor. The human impact is reflected in a gross domestic product (GDP) per capita decline of 10 per cent between 1980 and 1990. Unless these trends are reversed, an estimated 270 million of Latin America's 450 million people will continue to live in poverty.

5. In this context, international economic relations remain a major challenge. In 1950, the region accounted for 11 per cent of world trade. Today, it accounts for less than 5 per cent. Since the 1980s, the region has endured a net capital outflow approaching $200 billion and total external debt is estimated at over $400 billion. With the world economy becoming more interdependent and globalized, Latin America and the Caribbean face the challenge of more fully participating in this process.

6. This will require a varied approach. A significant turn around in confidence with respect to a number of economies has already taken place with new financial inflows into countries such as Mexico, Chile and Venezuela. Another necessary condition will be the incorporation of technologies that will permit rapid productivity increases. The most immediate challenge is to consolidate the stable conditions needed to encourage higher levels of investment and technological innovation. Technology is a key strategic variable for the improvement of productivity levels and the regaining of a competitive edge in the global economy.

7. Democratization has stimulated greater regional cooperation which offers a means of strengthening the area's position in an increasingly competitive world arena. Argentina, Brazil, Paraguay and Uruguay recently created a common market (Mercosur), to become fully operational by the end of 1994. Colombia, Venezuela and Mexico have agreed to move towards greater policy cooperation. Another dynamic force in the region is the Grupo de Rio whose 13 Presidents have given vitality to the integration movement and called for a strengthening of regional organizations. At the same time, the 13 Heads of Government of the Commonwealth Caribbean are exploring possibilities of expanding the Caribbean community's (CARICOM) integration movement to include other countries in the Caribbean basin. Regional organizations such as the Latin America Economic System (SELA) and the Latin American Integration Association (ALADI), as well as subregional organizations such as the Board of the Cartagena Agreement (JUNAC), are both buttressed and challenged by these more democratic and market-oriented energies flowing through the region which foreshadow new cooperative configurations.

8. The environmental challenges facing Latin America and the Caribbean concern the basic biological support systems for human life and well-being. Governments of the region recognize that ecologically unsustainable economic activities seriously threaten the long-term productivity of coastal zones, wetlands, forests and other essential ecosystems, while urbanization with insufficient capital poses a difficult task for local authorities.

9. The region is endowed with unparalleled biodiversity. Five out of the 12 richest countries in the world in terms of plant and animal species - the so-called "ecological mega diverse" countries - are found in Latin America: Brazil, Colombia, Mexico, Peru and Ecuador. This vital biological reserve, of crucial importance both to the region and to the world, risks being rapidly diminished. The region must ensure that this heritage, with its medicinal, industrial and agricultural potential, generates ongoing economic benefits for local populations. Reforestation, rehabilitation and recovery of degraded ecosystems should be top priorities.

10. The growth of drug production, trafficking and use weakens social cohesion and national economies. Its greatest impact tends to be on the poorest sectors, but drug activities have become sufficiently pronounced as to affect overall economic activity including capital and investment flows and thus employment and development patterns. Individual States, as well as the region, need to define strategies to face this unprecedented challenge.

11. Although the 21 countries of the Caribbean range from those with relatively high per capita incomes such as the Bahamas ($10,700), to extremely poor countries such as Haiti ($380) and Guyana ($420), they share two important common characteristics. First, they are all small, open and vulnerable economies which are highly susceptible to changes in the international economic environment. Second, they share a common vulnerability to natural disasters and are highly susceptible to adverse climatic conditions.

12. While the economic performance of these countries has been relatively strong over the last few years, their main development challenge for the short and medium-term requires diversification of their export base. In view of a projected deterioration in the terms of trade, the main tasks as seen by Caribbean policy makers are, for some of the countries, to develop adjustment programmes and, for the others, to persevere with ongoing programmes. In this context, there are several constraints which, if not removed, will impact negatively on accomplishment of the countries' expressed goals. Principal among these is concentration on issues of immediate concern at the expense of forward-planning, programming and management of resources. A second constraint is the growing deficiency in the quality of human capital. The third constraint is the perplexing dilemma caused by rapid degradation of the area's natural resource base. These constraints, together with the Governing Council's themes, which include poverty eradication through increased grass-roots participation, environmental and natural resource management, public sector management development, are therefore the pillars on which the fifth cycle regional programme may be built.

B. Regional development objectives and strategies

13. As articulated in Presidential Summit declarations from the Group of Rio, Andean, Central American, in particular the agreements reached by these countries in the Summit of Tegucigalpa held in December 1991, and Caribbean countries, and most recently in the Iberoamerican Summit of Guadalajara, the fundamental goal of Latin America's leaders is change and development through the consolidation of democracy and the achievement of growth with equity. The specific objectives and priorities for the regional programme, as confirmed in collective consultations with governments are: reducing poverty, improved governance and the relations of State and civil society, modernizing the productive sector, fostering innovation and competitiveness, improving international trade and economic relations, linking a sustained environment to sustainable development, addressing the issue of drugs and development and, in the case of the Caribbean, the additional objective of disaster preparedness and management.

II. EXTERNAL COOPERATION

A. Role of external cooperation

14. UNDP's comparative advantage will be realized on the basis of its catalytic support for the region's clearly defined strategic-level goals and objectives. Fundamental to the design of the proposed interventions is the use to be made of enhanced technical cooperation between and among the countries of the region. While adequate numbers of technical and managerial skills exist, the tasks facing individual countries in addressing the critical issues of governance, debt and poverty requires that the clear strategic visions which now exist be complemented by creative and unorthodox problem-solving approaches. UNDP is uniquely positioned to provide the support needed to identify skills at the regional level, and facilitate contact with counterparts and institutions in other countries, thus promoting technical cooperation among developing countries (TCDC).

15. A second opportunity which the UNDP is positioned to assist in realizing is the need to increase the impact and effectiveness of concessionary and other financing inflows. The availability and cost-effective use of resources was an important criteria in the selection of programme activities, particularly given reduced resources available for the regional programme. Within this context, formulation of the regional programme will be guided by approaches which are flexible and innovative. UNDP's role and experience in facilitating donor coordination and collaboration will be put at the disposal of the governments to mobilize additional resources and ensure that duplication of these valuable resources is minimized.

16. In the Caribbean, UNDP, together with the World Bank and the Inter-American Development Bank (IDB), are members of the Caribbean Group for Cooperation in Economic Development (CGCED), the consultative forum between the region's Governments and bilateral and multilateral donors. As one of the three co-sponsors of the CGCED, the UNDP will, at the direction of the region's Governments, further facilitate closer and more intense cooperation between the region's bilateral and multilateral donors during the fifth cycle.

B. Aid coordination arrangements

17. The regional programme will perform the critical function of providing a regional dimension to country programmes. Specifically, of the six priorities given by governments for the regional programme to date: 17 countries have programmes in critical poverty and social development, 14 in State modernization, 16 in modernization of the productive sector, eight in environment and development, and one in drugs and development. In addition, the Caribbean countries have programmes in these areas and, with respect to the future, TCDC will be more actively employed as the modality to better integrate programmes of the two subregions on governance and modernization of the public sector as well as on the alleviation of poverty.

18. The use of TCDC can be expanded so that increasing numbers of highly skilled managers and technicians from the region will develop new horizons through working visits in other countries. Initiatives such as the National Solidarity Programme of the Government of Mexico and the Social and Economic Support Programme of the Government of Jamaica can be used as a means of sharing creative, non-conventional experiences at the governmental and non-governmental levels. The delivery of health and education services, and the development of imaginative approaches aimed at enhancing rural peoples' productive capacities and urban informal groups are likely to become a specific focus of attention.

III. THE REGIONAL PROGRAMME

A. Assessment of ongoing regional programme

19. The third regional programme for Latin America and the Caribbean (1987-1991) gave particular attention to: (a) ensuring, through revised social strategies, greater equality in the distribution of social costs that emerge from economic adjustment; (b) strengthening the capacity of Governments to formulate, execute, manage and implement policies designed to confront the consequences of the crisis; (c) accelerating scientific and technological advancement consistent with the requirements of the productive sector; and (d) promoting regional integration and TCDC as a development strategy.

20. This programme was the object of continued monitoring by the regional bureau and by resident representatives, with close to 30 in-depth evaluation missions covering approximately 75 per cent of the project portfolio, and a comprehensive mid-term review. The overall assessment of the current programme is positive, both in terms of policy relevance and efficiency, and the growing level of cost-sharing, which totalled 14 per cent during the cycle. Among the challenges the programme had to face were difficulties in communication and the need to reduce long-term support to some regional institutions. The communication problems principally involved communications between project management in the field and participating countries or potential participants. They were alleviated by improving the flow of information within programmes, particularly once the regional programme began to pioneer the use of state-of-the-art information and communication technology.

21. There were several success stories in the third programme whose impact and lessons are to become an integral part of the fourth programme. Lessons in data organization, policy analysis and joint negotiation strategies were learned at the global, national and regional level through support provided to the governments of the region in the Uruguay round negotiations. The partnership with the Economic Commission for Latin America and the Caribbean (ECLAC), which offers a multisectoral approach and a research staff with access to government decision makers, once more proved invaluable for UNDP's efforts in the region. The Latin American Centre of Administration for Development (CLAD), with UNDP support, provided technical advisory services

directly to presidential offices on policy formulation and coordination, as well as assistance in decentralization. Advice in macroeconomic policy and stabilization efforts was provided to a number of countries that were attempting to cope with stabilization and the shift to a market economy. The success of this assistance was replicated in a number of other countries and was also carried to eastern Europe by the consulting team. A project on critical poverty developed a standardized methodology to measure poverty, and pioneered in the quest for effective policies and tools to deal with poverty. Biotechnology projects received 10 per cent of resources which helped to create networks for joint research and dissemination through the establishment of a regional directive council, national councils on biology and an association of biotechnology enterprises, involving primarily the private sector. The "Cultural Heritage and Development project" has created numerous innovative approaches to reviving and weaving the cultural heritage of the region into daily life through grass-roots participation and municipal governments, as well as museums. The regional programme is assisting in the prefeasibility stage of the recently signed Parana-Paraguay river project which brings together five countries to improve that waterway and contribute subregional integration.

22. The role played by the regional programme in helping to formulate coherent, constructive regional and subregional policy on global environmental issues represents a major success. The Constitution, jointly with the IDB, of the Latin American and Caribbean Commission on Development and Environment, together with the Commission's report, Our Own Agenda, set the basis for several regional or subregional projects. This contributed greatly to the evolution of a Latin American and Caribbean vision on an emerging issue. It contributed to the mobilization of high-level expertise and wedded it to political leadership. Our Own Agenda is also serving as an important input for negotiators for the United Nations Conference on Environment and Development (UNCED) 1992. Other achievements were the projects resulting from this vision which are expected to be fully developed in the fourth programme.

23. In the Caribbean, substantial progress has been accomplished in the third programme's contribution to regional economic development. This is in contrast with somewhat marginal progress made in the areas of functional cooperation and human resources development. Programme design limitations were compounded by economic and human resource constraints during the course of implementation. As a consequence, it became increasingly difficult to obtain counterpart commitment to the planned technical assistance interventions.

24. However, as indicated earlier, there were several substantial achievements. In particular, the independent mid-term review of the programme found that impressive headway was achieved in the identification and use of high-level technical skills from the area to assist in programme implementation. In addition, several projects within the thematic area of self-sustained economic development have helped develop strategic approaches. For example, support for the Independent West Indian Commission has helped the region's political decision makers to embark on a comprehensive review of

options for growth and development beyond the turn of the century. One feature of this work is its design which has enabled its commissioners to consult in all countries with urban and rural populations at the individual and community group levels. The Integration Support Facility provided important support for the integration movement by facilitating important studies on the regional implications of the Uruguay round, the enlargement of the United States/Canada Free Trade Area to include Mexico, and the Enterprise for the Americas Initiative for a Hemispheric Free Trade Area.

B. Proposals for UNDP cooperation

1. Preparatory process

25. The 1989 mid-term review of the regional programme was studied at a collective consultation with the Governments of the region held in Caracas in May 1990. Delegations from 23 countries and observers from 19 international, regional and subregional agencies affirmed that the priorities for regional action identified in the mid-term review should be the basis for regional action. They are: (i) poverty alleviation and social development; (ii) governance: the State and civil society; (iii) the modernization of the productive sector, innovation and competitiveness; (iv) integration and international economic relations; (v) environment and development; and (vi) drugs and development.

26. To strengthen the participation of the countries in the regional programme, it was decided to hold thematic sessions on these priority areas. To obtain the highest quality input, UNDP gathered high-level technical experts from governments and the private sector, from non-governmental organizations (NGOs), from United Nations agencies, from multilateral financial development institutions, and from research centres inside and outside the region, as well as resident representatives. Their participation in these sessions has helped ensure a common country and regional approach to central themes.

27. In the case of the Caribbean community (CARICOM), the Heads of Government designated the secretariat of CARICOM as counterpart with the United Nations system. The Council of Ministers of the Community are charged with specific responsibility for managing the consultative process with respect to formulation of the regional programme.

28. The programme was endorsed by Governments at the January 1992 UNDP/ECLAC collective consultation.

2. Strategy for UNDP cooperation

29. The basic challenge facing the countries of Latin America and the Caribbean is to take advantage of the opportunities presented by a world that is emerging under the process of democratization. It is a singular challenge

in the history of the region. It requires that democracies be strengthened, economies modernized and poverty reduced while, at the same time, the region opens itself to full participation in international causes. The complexity of the task demands creativity and the courage to respond to options that are now available. "Human development" is a central concept which captures and gives energy to initiatives which define the most appropriate targets to be pursued, enabling democracies, often with weak economies, to maintain themselves.

30. To this end, UNDP's Human Development Report (HDR), which examines the basic relationship between economic growth and human development, is a key instrument both for the issues it addresses and for its quantitative assessments. The regional programme will help the governments develop a regional perspective or vision to guide their activities. With respect to quantitative assessments, the HDR is a source of quantitative guidelines which can be used to assess the impact of the programme in broad categories. This is appropriate, again for a programme with limited resources where direct quantitative outcomes of activities will be secondary to the contributions the programme seeks to make to the policy dialogue within the region and its individual countries.

31. Because the priorities, in effect, represent a wide cross-section of the major issues faced by governments of the region, it has been necessary for the regional programme to devise a strategic approach that will permit its activities to give each priority sufficient support to make a difference to the Governments. To meet this requirement, the programme proposes to concentrate its support on key functions that will enhance capacities in the region to implement development policies in these priority areas.

32. The first function is the development of a regional vision or common perspective on major policy issues. While each country has unique characteristics, the sharing of experiences with common concerns and common interests will permit not only a learning process, but also a "demonstration effect" which can buttress government initiatives. This demonstration effect, for example, has been in evidence in the almost universal movement towards democracy by most governments in recent years.

33. The second function is to ensure that the evolving regional vision is well informed. Thus, the regional programme will support exchanges of experience and research activities designed to inform policy dialogue and debate within governments. However, given the limited funds of the programme, the strategy here will be to help guide and coordinate these activities, including the basic research of universities, research institutes, government bodies, the private sector and NGOs. The ultimate goal is that this information will contribute to the formulation of national and regional policies and to increased efficiency of institutional mechanisms.

34. By looking to civil society, as well as the State, in helping to inform the policy dialogue, carefully placed support can have significant impact. This will lead to policies which apply to society as a whole and, having been developed through a consultative process, assures in turn the greatest

receptivity by that society. A well-informed vision, growing out of a regional dialogue should lead to policies and activities which can be adapted and replicated in the countries of the region.

35. A third function, as noted above, is to provide "seed money" for activities in a manner designed to attract counterpart funding to increase the impact of proposed programmes, as well as from other external sources. These pilot activities do not purport to help governments meet quantitative targets (such as, for example, x per cent reduction in debt or poverty), but rather are designed to help governments develop innovative approaches that will help them design more relevant national and regional policies and programmes.

36. To summarize the strategy of regional programme technical cooperation: the regional programme serves the societies of Latin America and the Caribbean by contributing to a regional vision based on common interests and concerns. An illustrative example was the design and formulation of Our Own Agenda (as mentioned in paragraph 22), which has become a basic document in the discussion of regional environmental issues. This work has resulted in numerous technical cooperation projects and mobilization of substantial external funding. The essence of the regional programme is this model of (1) facilitating development of a regional vision (2) leading to technical cooperation activities (3) funded in part by the mobilization of external resources, and (4) contributing to the policy dialogue within countries and within the region.

3. Proposed UNDP cooperation in selected areas of concentration

37. The first area of concentration is poverty alleviation and social development. Under this area, it is envisaged that the contribution of ongoing activities will be built on and expanded. UNDP support will help governments develop and implement programmes which will link macroeconomic policy-making with social policy; develop gender-sensitive regional activities addressing issues of the rural and urban poor, including access to education, health and other social services; promote research on strategies of how the poor organize themselves to survive; develop, in conjunction with relevant intermediaries, such as informal groups and NGOs, better communication mechanisms between governments and the poor; and promote initiatives that address specific requirements of Indian peoples, recognizing their traditions and culture.

38. A second interrelated area of concentration, governance: the State and civil society, will entail the development of programmes which will concentrate on strengthening democratization, including modernization and decentralization of the public sector giving particular emphasis to fiscal control and accountability, improved social policy management and equity, deregulation and privatization, as well as strengthening the decision-making process on multilateral issues such as environment. This will involve the assessment and promotion of exchange of experiences on these issues. Human

rights, law and representation (parliaments and councils) issues will be addressed, as guided by such government action as the protocols emanating from the December 1992 Central American Presidential Summit.

39. A third area of concentration is proposed as modernization of the productive sector, innovation and competitiveness. Here it is envisaged that the UNDP will promote technological innovation to achieve global competitiveness, including the management of industrial property for these purposes and to establish and deepen linkages between research, technological infrastructures and productive activities. Links with ongoing programmes such as Bolivar and Paradigma will be sought. The analysis of demand will be a precedent to setting guidelines for action. Changes in the cultural environment of science and technology with reference to human development and the relationship between the research communities and the enterprise, as well as promotion of organizational technology will be sought.

40. It is proposed that integration and international economic relations will constitute a fourth area of concentration where the region's bargaining and negotiating capacities and capabilities can be further enhanced. It is envisaged that the regional programme will support these efforts through facilitating the examination, negotiation and follow-up work in the General Agreement on Tariffs and Trade (GATT)-Uruguay round of negotiations, including assisting in launching a "Latin trade" programme, United States trade, debt and investment policy for the region in the context of the Enterprise for the Americas Initiative, Europe 1992, the Pacific basin, and integration and trade within the region. The development of methodologies of periodic assessment and evaluation of integration and dissemination of this information will be sought.

41. The fifth area of concentration is environment and development. UNDP proposes to assist countries to design and implement development strategies that are ecologically sustainable. Development support will be provided for policy formulation, the development of human and institutional capabilities and resource mobilization. The goal is to maintain the optimum, stable function of ecosystems in critical environments - forests, islands, wetlands, coastal zones - while optimizing production of goods and services. As the majority of the region's population lives in cities, the urban environment will be a target of special concern.

42. A growing constraint to development in the region has defined the sixth area of concentration proposed as drugs and development. Together with the United Nations international drug control programme and the governments of the region, a dialogue on the implications of the drug issues on development will be expanded. It is expected that regional programme support will help in the articulation of a regional strategy based on a macroeconomic assessment of the impact of drug activities on the economies of the region.

43. In addition to these priorities, the Caribbean governments have requested that specific attention is to be given to disaster preparedness, response and management. The human immunodeficiency virus (HIV) and the acquired immune

deficiency syndrome (AIDS) is another development problem in the Caribbean that will be addressed by the programme. There were 2,235 AIDS cases identified in the Caribbean as at September 1991.

4. Complementary assistance

44. The regional indicative planning figure (IPF) for 1992-1996 is established at $30,700,000. One criteria for programme support will be the ability to mobilize additional funds from other sources. This also means promoting key countries and key donors, and also helping organizations that we support become more self-sufficient. With respect to the former, greater cooperation with donors and multilateral financial institutions, particularly the IDB and the World Bank, will be sought.

45. Other initiatives to mobilize additional resources include an agreement with the IDB to undertake a cost-sharing programme in the field of environment and development for the Amazon, Central America and the Andean region, as well as in pre-feasibility activities related to the Parana-Paraguay waterway. The Government of Spain is providing cost-sharing, an amount of $750,000 towards the project "Modernization of the State", and the Governments of Brazil, Argentina and Mexico are providing cost-sharing to the project on civil aviation.

46. A portfolio of regional proposals for financing by the Global Environmental Facility (GEF) will also be developed. Since resources for the fifth cycle have been significantly reduced from those of the fourth, a strategy to mobilize resources will be developed.

47. In addition to IPF funds, the regional programme will seek to mobilize the following amounts of cost-sharing for its programmes during the next cycle:

	(In $ millions)
- Critical poverty and social development	= 5
- Governance: State and civil society	= 5
- Modernization of the productive sector	= 3
- International economic relation	= 3
- Environment and development	= 19
- Drugs and development	= 2
- Communications and information technology	= 3

C. Assistance outside main regional programme areas

48. Communication and information technologies are vital for the process of development and integration. An increasing awareness by developing countries of new and affordable technologies could improve both the efficiency of the

public sector and the competitiveness of the private sector, as well as facilitating the access of civil society to information and thus to the decision-making process. The following regional actions will be undertaken:

(i) Support countries in developing the infrastructure required for the utilization of Computer Mediated Communications Systems (CMCS);

(ii) Support the establishment of units of technical expertise required for maintaining, in all countries according to their requirements and potential, "state-of-the-art" systems in this field;

(iii) Promote the use and application of innovative CMCS as tools for modernization in each field of possible application: education, health, the State and the private sector; and

(iv) Establish a programme which would provide technical training, technical recycling and temporary operational support to the organizations participating in these projects. Also, provide a means for the diffusion of techniques and for the standardization of communications in order to forge links between the groups and countries involved.

49. In order to achieve these objectives, the programme will include activities with international organizations, with public communications companies, with the educational sector in supporting research and implementation of CMCS in each country, and with Governments, United Nations specialized agencies, other multilateral organizations and NGOs to promote new computer technologies that will assist cooperation and information-sharing among Latin American countries, which aim to provide a framework for all ongoing projects and activities regardless of funding source. It will, in particular, seek linkages with ongoing initiatives such as red de información tecnológica latinoamericana (RITLA). It will promote ties with centres of excellence in the public and private sectors to provide tools for decision-making such as the Email and computer conferencing. It will provide access to updated information on technologies and trade in order to enhance competitiveness. And it will explore with indigenous communities innovative means to place computers at their service. Approximately $600,000 of IPF resources will be allocated for these activities and the programme expects to mobilize an additional $3 million for the same.

D. Management issues

50. The fourth intercountry programme will move from a project-based to a programme-oriented approach, from isolated or institutional support projects to activities that contribute to the policy dialogue of and with governments.

51. The goal is greater impact with reduced IPF resources. While 40 years of development activities have produced numerous successes, the countries in the Latin America and the Caribbean region now face greater challenges than ever.

To better meet the needs of countries, the intercountry programme will give greater support to governments in the design of strategies on the six priority areas. At the same time, a fundamental goal of the regional programme will be to further broaden participation in its dialogue of the different sectors of civil society, including women, NGOs, and the private and informal sectors. The regional programme thus parallels the movement towards democratization throughout the region and its activities will be designed to reinforce that trend.

52. It will be necessary to further develop the framework and dialogue with institutions with which we cooperate, ranging from governments, high-level political groups such as the Group of Rio, academia, centres of excellence, the international financial institutions, United Nations system agencies, NGOs and the networks that the Division for Regional Programme (DRP) is creating through projects on biotechnology, NGOs and informatics. Several modalities will be explored on how to best structure the UNDP-NGO relationship.

53. Through an enhanced use of the programme-oriented approach, the six priority areas will have implementation strategies focusing on impact and targets to be achieved thus optimizing the results of development activities. This approach will also provide the policy framework for development activities, particularly those carried out by UNDP at the country level, and those to be undertaken by other entities at the regional level, be these bilateral or multilateral and assure that these parallel activities complement those of UNDP.

54. The programme-oriented approach will link the major development areas and to the mechanisms required to enable the programmes to reinforce each other. For example, issues of governance are integrally linked to other priority themes such as (i) poverty, which requires good economic and social policy-making; (ii) international economic relations and productivity modernization, for which public sector management decisions are crucial, and (iii) the interacting problems of drugs and development and the environment, which cannot be addressed without the participation of civil society - communities, NGOs, producer unions, and women in roles of new importance.

55. The poverty, governance, technology and environment programmes are also complemented by numerous country programmes. It is proposed that the coordinator for the programme areas or the steering committee, that will guide action in these sectors, will also promote linkages with country activities and exchange of experiences.

56. In order to ensure continued countries' participation at all stages of the programme implementation and evaluation, new projects will be initiated through the preparatory assistance. In this phase, governments will participate in the formulation of the regional activities, including identification of complementary activities, be these regional or country, and in selecting the appropriate national infrastructure for implementation and evaluation of the projects, be these government institutions, academic entities, NGOs or the private sector. Identification of sources of financial

support required for the subsequent implementation of the full-scale development projects, be these national, bilateral or multilateral, will be made.

57. Linkages with other regions is a new goal, designed to share some of the best experiences of the region with Africa, Asia, the Arab States and Europe. Joint activities may be financed by the global and interregional programme. In this spirit, Organización Latino Americana de Energia (OLADE) has been invited to share its experiences in institution-building with the Arab States and Grupo Ejecutivo de Países latinoamericanos y del Caribe Exportadores de Azúcar (GEPLACEA) is sharing its experiences with African countries.

58. All projects will have an information strategy to encourage dissemination of their results. It is proposed that projects link national technical counterparts and technical cooperation agencies through a network which will provide systematic information and facilitate the development of an up-to-date regional database. These results, as well as other reports, will be available in both English and Spanish, thanks to the development by DRP of a network of translators in the region. Moreover, projects will be provided with resources to ensure that national seminars take place to disseminate project results and progress.

Annex I

FINANCIAL SUMMARY

I. ESTIMATED RESOURCES (IPF + cost-sharing) TAKEN INTO ACCOUNT FOR PROGRAMMING

(Thousands of dollars)

Carry-over from fourth cycle IPF	-	
Fifth cycle IPF	30 700	
Subtotal IPF		30 700
Project cost-sharing (government)	5 000	
Project cost-sharing (Third party)	35 000	
Subtotal cost-sharing		40 000
TOTAL		70 700

II. ALLOCATION OF RESOURCES (IPF + cost-sharing) BY AREA OF CONCENTRATION

Area of concentration	IPF	Cost-sharing	Total	Percentage of total resources
Poverty	4 400	5 000	9 400	13.3
Governance	5 000	5 000	10 000	14.2
Productivity	4 500	3 000	7 500	10.6
Economic relations	3 500	3 000	6 500	9.2
Environment	4 000	19 000	23 000	32.5
Drugs	1 000	2 000	3 000	4.2
Communications/ Information	600	3 000	3 600	5.1
Subtotal	23 000	40 000	63 000	89.1
Unprogrammed reserve	7 700	-	7 700	10.9
TOTAL	30 700	40 000	70 700	100.0

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III. COMPLEMENTARY RESOURCES FROM OTHER SOURCES USED IN AREAS OF CONCENTRATION

	(Thousands of dollars)
A. UNDP-administered funds	
SPR	-
UNCDF	-
UNSO	-
UNIFEM	-
UNRFNRE	-
UNFSTD	
Subtotal	0
B. Other United Nations resources	
JCGP participating agencies	
UNFPA	-
UNICEF	-
WFP	-
IFAD	-
Other United Nations agencies (non-UNDP financed)	-
Global Environment Facility (see annex I)	-
Subtotal	0
Total non-core and other United Nations resources	-
C. Non-United Nations resources	-
TOTAL	0

Annex II

PROGRAMME MATRIX

Area of concentration	Area of focus a/					
	Poverty eradication and grass-roots participation	Environment and natural resources management	Management development	TCDC	Transfer and adaptation of technology	WID
I. POVERTY ALLEVIATION AND SOCIAL DEVELOPMENT						
Research	*	*			*	
Inform policy	*	*		*		
Link macroeconomic and social policies	*			*	*	*
Institutional coordination	*		*	*		
Indigenous peoples	*	*	*	*	*	*
II. GOVERNANCE: THE STATE AND CIVIL SOCIETY						
Decentralization	*		*	*	*	*
Policy dialogue	*	*		*		
Public sector management			*	*	*	*
Social policy and management	*	*	*	*		*
III. MODERNIZATION OF THE PRODUCTIVE SECTOR, INNOVATION AND COMPETITIVENESS						
Technological development and transfer and innovation	*	*	*	*	*	
Management of technological organizations			*	*	*	*
Link research and production enterprises				*	*	

/...

	Area of concentration	Area of focus a/ Poverty eradication and grass-roots participation	Environment and natural resources management	Management development	TCDC	Transfer and adaptation of technology	WID
	Promote development of industrial property		*	*		*	
	Develop and disseminate information		*		*	*	*
IV.	INTEGRATION AND INTERNATIONAL ECONOMIC RELATIONS						
	Trade policy dialogue			*	*		
	Promote foreign investment and joint ventures			*	*	*	
	Integration studies and assessments			*	*	*	
V.	ENVIRONMENT AND DEVELOPMENT						
	UNCED negotiation support	*	*		*	*	
	Policy dialogue	*	*		*		*
	Urban environment	*	*	*	*	*	*
	Institutional development		*	*	*		*
	Promote reg. networks	*	*	*			*
VI.	DRUGS AND DEVELOPMENT						
	Macroeconomic assessment of drug impact	*	*				*
	Policy dialogue	*	*		*		*
	Elaborate joint strategies	*	*		*	*	*

	Area of concentration	Area of focus a/ Poverty eradication and grass-roots participation	Environment and natural resources management	Management development	TCDC	Transfer and adaptation of technology	WID
VII.	COMMUNICATION AND INFORMATION TECHNOLOGY FOR DEVELOPMENT AND INTEGRATION						
	CMCS infrastructure support		*			*	*
	Establish technical support units in field				*	*	*
	Promote innovative CMCS tools	*	*	*		*	
	Technical training programme			*	*	*	

a/ Asterisks indicate major linkage only.